



# Strategy Should not Be Rational

## Looking for a new way to plan and execute strategy?

The rapid pace of technological change, a deeper understanding of the brain, new generations with new values and challenges, wars, conflicts, and tensions create significant uncertainty and volatility, making traditional strategy planning inadequate. Why?

**Traditional planning** fails due to pervasive silo thinking, lack of shared purpose that transcends role-based purpose, unclear decision-making, and ineffective execution in the field. Finally, traditional planning does not integrate emotion into creating and executing strategy, leaving half of what makes us human out of the equation.

Today's planning methods require leveraging a shared purpose to create meaning, overcome silo and role-based purpose that improves decision-making and execution in the field. These conditions are essential to empower a company to create exceptional and sustainable value.

At Triviam Consulting, we design and facilitate flexible short-term-focused strategy planning methods with long-term aspirations to drive sustainable results.

Working with Triviam helped our team think big and more aggressively.

Excellent new strategies emerged that aligned us and gave us a common language. The process resulted in a comprehensive strategy for our business and gave us a clear story to inspire and motivate our team.

Their methodology is flexible, modern, and easily applicable.

**Adium Pharma**  
Patricio Rodriguez | CEO

Great strategy requires key stakeholders **co-creating and aligning behind a shared meaning that sits above any role-based purpose** so they can improve decision-making and execution in the field.

## Triviam Strategy Framework Overview

We call our planning methodology an **Integrated Strategy Planning and Execution process**. We plan in three dimensions.

## Emotional Dimension

- ▶ **Purpose.** We begin by defining company purpose, which is all about creating a deeper shared meaning than any person's or department's role-based purpose. Doing this allows people across departments to commit and collaborate on something bigger than themselves.
- ▶ **Legacy.** We then determine the company legacy, which defines the impact the company wants to leave behind, both qualitatively and quantitatively.
- ▶ **Values.** Finally, we define the company's values to drive specific, non-negotiable behaviors people will demonstrate in pursuing the company's purpose and legacy.

## Creative-rational Dimension

Next, we delve into the creative-rational dimension of planning, defining a strategy roadmap comprising six elements.

- ▶ **Desired Future State.** We work with the planning team to define a breakthrough desired future state that operates as a north star. It is usually a statement about the company's future goals in 3 to 5 years.
- ▶ **Current Situation Analysis and Capability Gaps.** We analyze the current situation and assess its implications in light of the desired future state to identify capability gaps that will inform the strategic choices.
- ▶ **Phases.** We then identify the fundamental states the company must go through on its way to the desired future state.
- ▶ **Triggers.** We do not plan using arbitrary fiscal year time periods. Instead, we define quantifiable trigger events that the organization must fulfill before embarking on the next phase of the journey. Triggers can be internal and external and indicate

that a shift in strategy is required from the current phase to the next phase of the strategy journey.

Now that we have defined the roadmap to success, we dive into the details of the first phase. We define **OKRs** and **Strategic Choices** to allow the organization to achieve Phase 1 and move on to the next state of the roadmap.

## Operational Dimension

- ▶ **Narrative story.** Once the strategy roadmap is complete, we facilitate moving into execution by working with the planning team to create a strategy story that motivates and inspires people to be part of a movement behind the purpose and fulfillment of the strategy.
- ▶ **Cascading.** This movement is created by cascading the strategy roadmap through three core levels of the organization. We facilitate each level to sharpen their execution planning, align with company OKRs, and synchronize interdependencies between areas.
- ▶ **Iterative Execution Rhythm.** Finally, we develop an **iterative execution rhythm** to review and continuously update the strategy in alignment with triggers and market shifts. The result is a flexible, highly focused plan that engages people to commit themselves to taking on big challenges and value creation.

At Triviam Consulting, we help client breakthrough. Our innovative approach to planning integrates strategy creation with execution, emotion with rational thinking, and combines previously disparate strategy efforts into one cohesive process.